PROGRAM CHARTER

Department of Transportation

DELPHI Program

Author:	DELPHI Program Management Team
Creation Date:	January 9, 1998
Last Updated:	February 26, 1998
Control Number:	CR010
Version:	2

Contents

Introduction

Purpose

The purpose of this document is to identify the framework of the DOT DELPHI Program during the implementation of the Coast Guard financial solution. The *Program Charter*, together with the companion Control and Reporting Procedures and Quality Plan, provides guidance for the DOT DELPHI Program Management Team to meet its objectives.

The *Program Charter* covers the delivery of project and support services necessary for the successful completion of all program related activities. The process of development and implementation will be directed by the Program Manager, with the assistance of program/ project team leaders and selected development and implementation partners.

Background

In the Spring of 1997, the Office of Financial Management (OFM) and Mike Monroney Aeronautical Center accounting system managers determined that the Departmental Accounting and Financial Information System (DAFIS) was nearing the end of its life cycle. It was decided to conduct a study to look at the evolution of DAFIS to a system that meets the current and future needs of the Department. An Evaluation Team was formed with representatives from Coast Guard, Federal Aviation Administration, Federal Highways Administration, the OFM, and Mike Monroney Aeronautical Center (MMAC) to develop DOT functional evaluation criteria to assess commercial off-the-shelf (COTS) system candidates. A Transition Team was also formed with representatives from the OFM and MMAC to work with the Evaluation Team and develop a formal evaluation process.

The study concluded with an Operational Capabilities Demonstration (OCD) of Oracle Financials, which was completed in December 1997. The OCD was conducted by presenting demonstrations of 25 “super scenarios” which assimilated the Department’s most complex business processes as defined by the Operating Administrations (OAs), and incorporated the DOT Functional Evaluation Criteria. These scenarios were composed of business events, validation criteria, and expected results. Financial Management Committee (FMC) members completed evaluations of the expected results and formally indicated whether or not each expected result was successfully demonstrated.

Considering the high percentage of expected results successfully demonstrated by Oracle Financials, a memorandum was sent to the Deputy Chief Financial Officer (DCFO) on December 12, recommending his endorsement of the evolutionary use of Coast Guard’s system as the solution for the Department. The memo was signed by the Deputy CFO on December 12, 1997.

Related Documents

1. COTS Implementation, Technical Architecture, Training Strategy; August 28, 1997
2. COTS Operational Capabilities Demonstration, December 1-5, 1997
3. Memo, Deputy Chief Financial Officer, “Results of Coast Guard Software Operational Capabilities Demonstration”, December 12, 1997
4. Oracle AIM (Application Implementation Methodology) version 2.0, December, 1996
5. DOT Functional Evaluation Criteria, July 30, 1997

Program Overview

Scope of Program

This section describes what is "in scope" and "out of scope" for the DELPHI Program. Six domains representing Business Process, Organization, Location, Application, Data and Technology are used for categorization. Each domain is defined with accompanying tables, followed by a brief explanation of what it means to the DELPHI Program.

Changes in scope for any of the six domains will follow the scope change management procedures outlined in the Quality Management Plan.

Business Process

The business process domain addresses what the Department does, how it does it, in what sequence, what rules it follows, and what type of results it obtains. Change in the business process domain drives change in all the other domains which can impact cost, schedule and/or performance.

A basis for the scope of the business process domain of the DOT DELPHI Program is the DOT Functional Evaluation Criteria as developed and documented by the DOT Transition Team.

In Scope
All business processes reflected in the Functional Evaluation Criteria as developed and documented by the DOT Team.

Out of Scope
Business processes not described in the DOT Functional Evaluation Criteria. Examples are budget formulation and capital budgeting.

Organization

The organization domain identifies organizations within the Department: their organizational units, team structures, and roles. It also addresses the support systems that make change possible.

The organization scope of the DOT DELPHI Program is defined by the fourteen organizations listed in the following table.

In Scope
Bureau of Transportation Statistic (BTS)
Federal Aviation Administration (FAA)
Federal Highway Administration (FHWA)
Federal Railroad Administration (FRA)
Federal Transit Administration (FTA)
Maritime Administration (MARAD)
National Highway Traffic Safety Administration (NHTSA)
Office of the Inspector General (OIG)
Office of the Secretary of Transportation (OST)
Research and Special Programs Administration (RSPA)
Surface Transportation Board (STB)
Transportation Administrative Service Center (TASC)
United States Coast Guard (USCG)
Volpe National Transportation Systems Center (VOLPE)

Out of Scope
Organizations not listed, e.g. St. Lawrence Seaway Development Corporation.

Reference to Operating Administrations or components throughout this document shall be inclusive of these fourteen organizations.

Location

Locations that are within the scope of this program are U.S. locations where the users of the system perform their work. Some organizations comprise a single location, while others comprise multiple locations where the new solution will be deployed. The specific deployment sequence of locations within each organization implementation has not been determined. The central locations for each OA within the scope of the program are listed in the following table.

In Scope	
Anchorage, AK	FAA ALASKAN REGION
Atlanta, GA	FAA SOUTHERN REGION
Atlantic City, NJ	FAA W.J. HUGHES TECHNICAL CENTER
Cambridge, MA	VOLPE NATIONAL TRANSPORTATION SYSTEMS CENTER
Chesapeake, VA	USCG FINANCE CENTER
Fort Worth, TX	FAA SOUTHWEST REGION
Jamaica, NY	FAA EASTERN REGION (FAA NEW ENGLAND REGION)
Kansas City, MO	FAA CENTRAL REGION (FAA GREAT LAKES REGION)
Kings Point, NY	MARAD U.S. MERCHANT MARINE ACADEMY
Los Angeles, CA	FAA WESTERN PACIFIC REGION (FAA NORTHWEST MOUNTAIN REGION)
Oklahoma City, OK	FAA MIKE MONRONEY AERONAUTICAL CENTER (RSPA, OIG)
Washington, DC	FAA HEADQUARTERS FHWA HEADQUARTERS FRA HEADQUARTERS FTA HEADQUARTERS (OST, TASC, BTS, STB) NHTSA HEADQUARTERS MARAD HEADQUARTERS

Out of Scope
Locations not listed, e.g. St. Lawrence Seaway Corporation and USCG Inventory Control Points.

Application

The application domain defines the capabilities, structure, and user interface of software provided for the business users.

Specific modules and functions of the Oracle Federal Applications release 2 (commercial release 11) are included in the scope of the DOT DELPHI Program. Application modules within the scope of this program are listed in the following table. The specific functions of these modules (considered in scope) must be determined.

In Scope
Oracle US Federal Financials release 2 (commercial release 11) • U.S. Federal General Ledger • U.S. Federal Payables • U.S. Federal Purchasing • U.S. Federal Accounts Receivable Other Applications • Assets • Project Billing • Project Costing • Inventory • Order Entry • Oracle Alert • Financial Analyzer • Discoverer 3.0 • Apps Data Warehouse • Oracle RDBMS • Web Server • Developer 2000 • Designer 2000 • Express Server • Express Objects • Express Analyzer • EDI Gateway • All additional applications necessary to accomplish the business processes reflected in the Functional Evaluation Criteria developed and documented by the DOT Team for the OCD The web-enabled Federal Government applications will be deployed. Application software package customization within the scope of the program is limited to tailoring which is achieved through configuration of the package (e.g. parameters, flex fields) without modification to the application software code. Analysis must be completed to determine which interfaces must be included within the scope of this program and when to incorporate them. Interfaces identified by the DOT DELPHI Team and documented in the *Technical Architecture Study* will serve as the basis for this analysis. Analysis that must be completed to determine necessary software utilities to support production operations is included within the scope of this program.

Out of Scope
Applications not defined above. Customization to the application software code.

Data

The data domain defines the content, structure, relationships, and business data rules for data that the Department requires for conversion to the DELPHI System.

Components of the data domain that are within the scope of this program are listed in the following table:

In Scope
The standard data model delivered with the Oracle Federal Financial Applications release 2 (commercial release 11). The primary source for data conversion will be the DAFIS system: • Management Information Reporting (MIR) module Supplementary sources for data conversion are the DAFIS: • Batch Control File (BCF) • Open Document File (ODF) • Fiscal Status File (FSF) • Allotment Control File (ACF) • General Ledger File (GLF) • Accounts Receivable File (ARF) • Warehouse File (WHF) • Other applicable DAFIS files not listed above (Paid Schedule File, Vendor/SSN File, etc.) Analysis to determine the level of detail and history to be converted for each source file must be completed.

Out of Scope
Changes to or data structures outside of the standard data model delivered with the Oracle Federal Financial Applications release 2 (commercial release 11). Data conversion for source files not listed.

Technology

The technology domain defines the hardware, system software, and communications components used to support the DOT DELPHI Program.

Components of the technology domain that are within the scope of this program are listed in the following table.

In Scope
• Central application database server (Oracle Universal Data Server) • Central data warehouse server • OLAP server • Central financial application server (Oracle Federal Financial Applications) • Central web server • Web enabled thin client (with Java-enabled web browser) • TCP/IP telecommunications network • Electronic Data Interchange technology • Software AG's ADABASE (for legacy interfaces and conversions) • DAFIS MIR/Data Warehouse (for legacy interfaces and conversion) • IBM's MVS/ESA (for legacy interfaces and conversions) • Standard Desktop Hardware and Software

Out of Scope
Technical architecture components not listed, e.g. OAs LANs.

There will be other technologies where a dependency relationship exists (e.g. utilization of ADTN-2000). Coordination and planning, and in some instances negotiation, will be required to achieve the required support.

Program Objectives

The DOT DELPHI financial software solution will provide:

- A migration to an enhanced solution for financial applications and systems across the DOT.
- Financial Statements compliant with the FASAB standards and OMB and Treasury reporting requirements.
- The single source for Department-wide corporate financial data to be used in the production of financial reports required by OMB, Treasury, etc.
- Department-wide use of the Coast Guard financial management system solution supported by a broader user base, resulting in better use of Departmental financial resources.
- A system that can address different customer needs without making modifications to the underlying software package.
- Provide a basis for a future integrated suite of administrative information systems.

Assumptions and Constraints

Assumptions

Assumptions describe major dependencies or requirements assumed to be available or in place. The following assumptions are listed by category:

Program Management

Strong Commitment from the:

- Secretary/Deputy Secretary
- Chief Financial Officer (CFO)
- Deputy Chief Financial Officer (DCFO)
- Office of Financial Management (OFM)
- DOT Chief Information Officer (CIO)
- Modal Administrators (OA)
- OA Chief Financial Officers (CFO)
- OA Chief Information Officer (OACIO)
- Mike Monroney Aeronautical Center (MMAC)
- Consulting

- Third Party Integrator

Scope

- Year 2000 renovations to existing systems occur outside the scope of the program.
- The DOT DELPHI Program utilizes change control to accommodate changes in scope and/or assumptions identified within this Program Master Plan.
- The program management team adjusts resource levels and/or timeline in response to changes in scope and/or assumptions as approved by the appropriate official.

Approach

- An agreed upon Global Design to support the Department's requirements is achievable.
- Business process re-engineering will take place to fit the customer to the Oracle U.S. Federal Financials Application suite.
- A centralized database will be utilized to support all customers.
- Data conversions will be made from DAFIS for DOT Operating Administrations.
- An emphasis will be placed on the importance of training for this transition.

Technical

- Required telecommunications infrastructure is available.
- The software package will allow for integration or interfaces of subsidiary systems.
- An individual server will be deployed to support the central database.
- The OAs will provide connectivity to the DOT telecommunications infrastructure.
- The OAs will be responsible for providing workstations to their workforce.
- The OAs will provide interfaces to existing systems in a timely manner.

Resources

- Required program budgetary resources are available.
- Necessary consulting assistance is available for implementation.
- Operating Administrations' personnel are available to the program as required.
- The Department and Operating Administrations will need to develop in-house operating and administrative functions capable of managing their financial systems.
- Operating Administrations will provide personnel to fulfill the role of the "super user" (a title used to reflect a user who through participation in this program gains extensive insight and knowledge into the suite of Federal Financial Applications).
- Oracle will add new functionality to the Federal Financial Application products as a supported production release.
- Consultants will provide their own computer resources.
- Consultants may need to provide off-site work space for the Program Management Team during startup.
- Turnover of personnel is expected during the life of the program.
- DAFIS knowledgeable personnel and relevant documentation are available to the program as required.
- OFM personnel are available to the program as required.

- End users are capable of operating a computer in a Windows environment.

Policy/Procedures

- DOT will continue to place emphasis on long range planning for software purchases and implementations.
- The financial system will be in compliance with Department-wide system standards.
- DOT policy and procedures will be written consistent with re-engineered business processes.
- Independent reviews of program deliverables as appropriate will be performed.
- Notification is required for program personnel to accomplish assigned travel.
- Program plans will not assume overtime.
- The program calendar will take into consideration each individual's scheduled availability for assignments within the program.

Constraints

Constraints describe rules, controls, and limits (such as environmental information that affects the program). The following constraints have been identified:

- The Department will deploy general release software only.
- The Department will deploy web-enabled software only.
- No customization of the application(s) will take place.
- The current telecommunications network will be used.
- At startup or if the plan is modified, adequate time is required to replace the skills needed for the program.

Program Approach

Program Methods

The DOT DELPHI Program will be managed using a third-party integrator methodology for the program management activities. Within this program management framework, Oracle's Application Implementation Method (AIM) will be used for individual project management.

Program Management activities at this level of the program include:

- Management coordination among the various projects within program
- Domains of change - technology, location, data, organization, application, business process
- Communications
- DOT policies and standards

Individual Project Management activities will follow Oracle's AIM version 2.0 for all project activities.

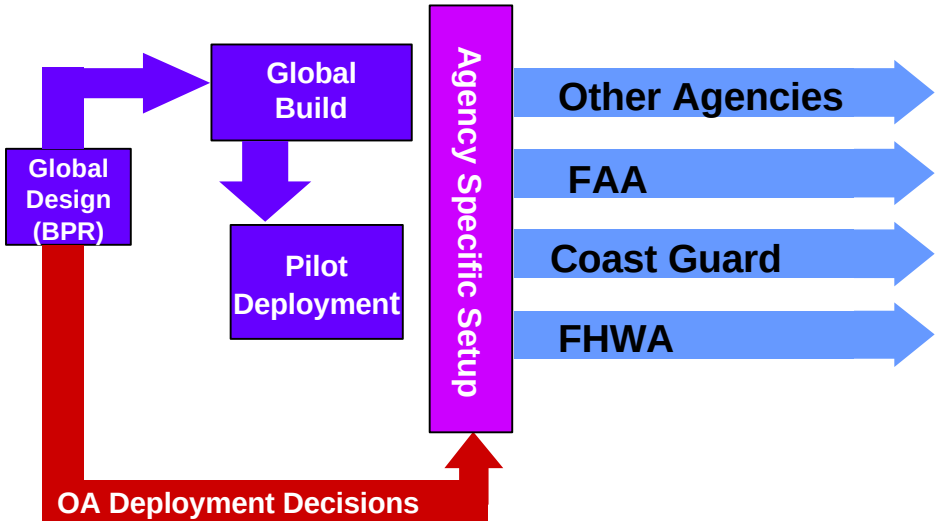
AIM defines six project phases:

- Project Definition
- Operations Analysis
- Solution Design
- Build
- Transition
- Production

The AIM project tasks will be tailored to the specific requirements of the DOT DELPHI Program. A solutions demonstration laboratory will be utilized in conjunction with Oracle AIM methodology to complete the operations analysis, solution design, and part of the build process.

Program Workplans

This section defines the high-level program plan for the DOT DELPHI Program. The DOT DELPHI Program utilizes a "Global Design" approach which will occur in two major phases.



Phase I – Pilot/Global Build

In the first phase of the program, a Global Design for the Oracle U.S. Federal Financials software will be determined and built. The pilot will be deployed and each OA will make decisions regarding their specific deployment that will occur in the second phase.

Global Design

The Global Design will determine the configuration of the software that will accommodate all universal DOT business processes, all standard business processes that are integral to the Department but which may not be universals (two or more OAs), and those business processes which are specific to an OA. The Global Design determinations will be made through a combination of business process re-engineering, determination of elementary business processes, and a solutions demonstration laboratory (SDL). The SDL is a method of testing the software configuration in a controlled environment utilizing everyday business processes. The SDL uses scenarios to walk through linked business situations that represent everyday events using the selected software and manual processes.

Global Build

Global Build activities are all functional and technical activities required to accomplish the Global Design for DOT. These activities will include configuring and testing the software, hardware, and telecommunications. However, this does not include the agency specific setup.

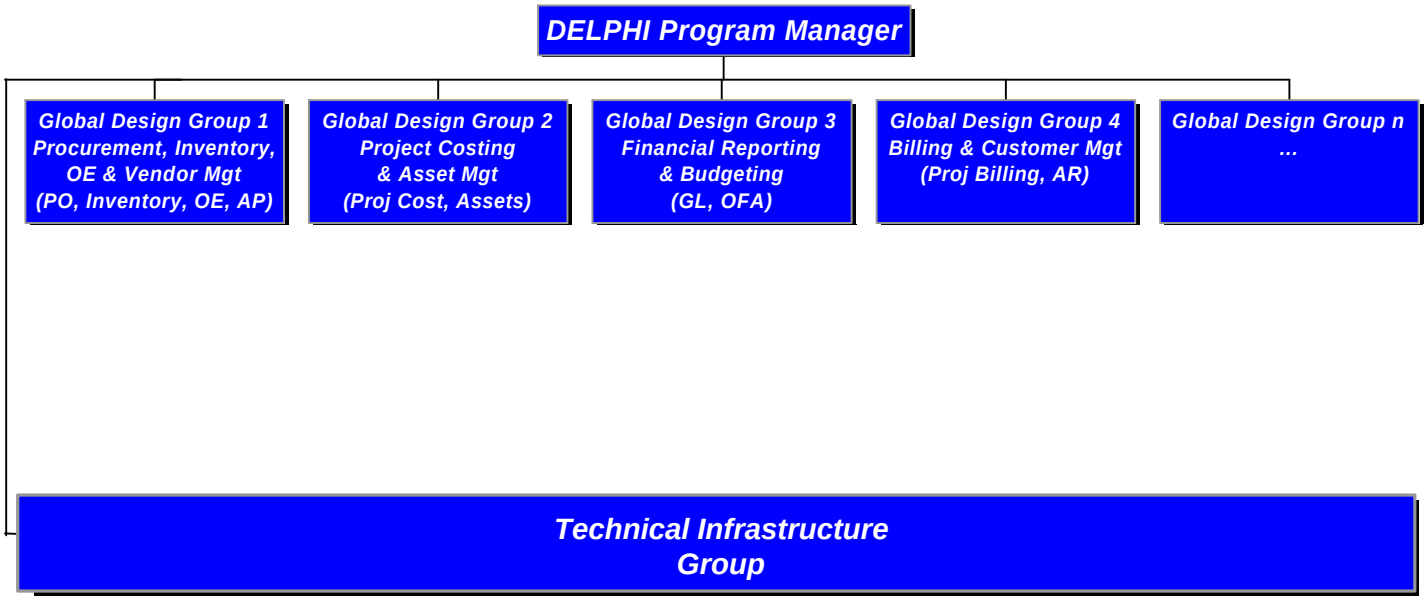
Pilot Deployment

The pilot deployment is the implementation of Oracle U.S. Federal Financials at the Federal Railroad Administration located in Washington, DC. The functionality required for the pilot may not include everything in the Global Design. Therefore, the pilot deployment ***could*** occur prior to completion of the Global Build. The configuration required for the pilot will be considered the initial release of the Global Build.

OA Deployment Decisions

During the Global Build and pilot deployment, the OAs will need to make decisions and organize themselves for their own deployments. Examples of decisions are interfaces, additional business processes, OA deployment of the global accounting classification, agency specific setups, size and scope of implementation, business process re-engineering activities, resource needs, infrastructure needs, etc.

The following chart depicts the Pilot/Global Build Team for Phase I.



Phase II – OA Specific Setup/OA Deployment

In phase II, the Oracle U.S. Federal Financials will be deployed at all other DOT OAs. Four teams working concurrently will accomplish these deployments. Federal Aviation Administration, Coast Guard, and the Federal Highway Administration will each have an assigned project team. The fourth team will be responsible for deployment at all remaining OAs.

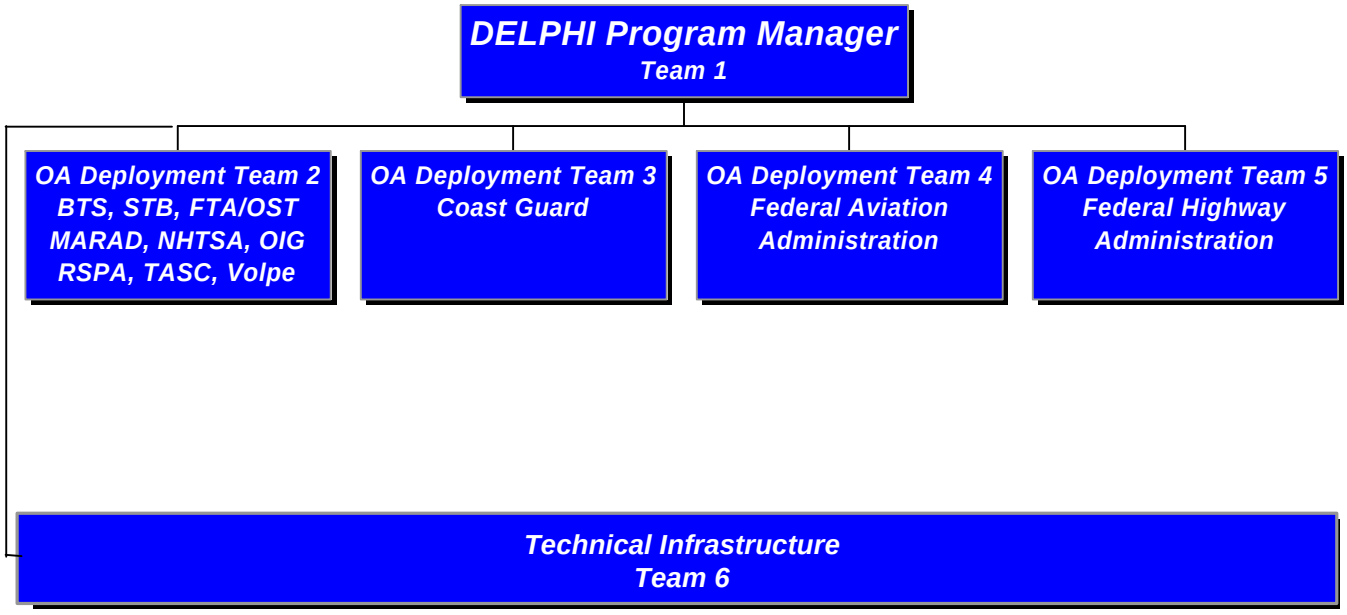
OA Specific Setup

The initial effort in phase II will be for each of the four teams to accomplish the setup activities necessary for deployment of Oracle U.S. Federal Financials at their respective OAs. Examples of setups are interfaces, data values, evaluation of application standard reports, security issues, role assignments, etc.

OA Deployment

When setup activities are complete, the Oracle U.S. Federal Financials will be deployed at all remaining OAs within DOT. Examples of items to consider for deployment are user training, technical infrastructure, interfaces, loading data values, OA specific setup decisions, resource requirements, conversion, testing, communication issues, etc.

The following chart depicts the OA Deployment teams for Phase II which will evolve from the DELPHI Pilot/Global Build Team.



Technical Infrastructure

The Technical Infrastructure activities span the life of both Phases I and II. These activities include technical architecture implementation, performance engineering, data conversion, and ultimately, data warehousing. The foundation of these activities will be defined during the Pilot/Global Build Project timeline but these activities will be leveraged and continue through the OA Deployment Project.

Business Process Re-Engineering

Business process re-engineering (BPR) during the DOT DELPHI Program will be enabled by the Oracle U.S. Federal Financials software capabilities. BPR activities will focus on fitting the Department to the software.

Business process re-engineering will identify, define, and model the future financial business processes for the Department. The basis for the identification of the future financial business processes is the DOT Evaluation Criteria. Other business processes may be added as they are identified. A sample list of financial business processes is provided in the following table.

GL Journal Processing Allocations Consolidations Reporting and On-line Inquiry Department Reporting Agency Reporting Funds Management AR Customer Maintenance Credit Management Cash Application Collection	AP Vendor Addition and Maintenance Invoice Entry Employee Expenses Invoice Approval Payment Netting Evaluated Receipt Settlement Procurement Card Processing Invoice Payment Project Costing Sales and Use Tax 1099 and W-4 Reporting Reporting Document Management Electronic Commerce	FA Asset Information Capital Projects Capital Leases Asset Mass Maintenance Asset Tracking Depreciation Taxes

These business processes will be decomposed into Elementary Business Processes (EBP). The elementary business processes are critical because they provide the foundation for subsequent business process-driven program activities.

For program and project planning and estimating, elementary business processes serve as a more detailed definition of the business process. The elementary business processes will be used to estimate the level of effort that will be required for many business process-oriented project activities.

Elementary business process will be identified, defined and modeled using the solution demonstration laboratory (SDL) process which will be supported by the process teams identified in the Pilot/Global Build Project and representation from all of the Operating Administrations. The SDL activities will serve as the basis for subsequent project activities such as development of financial procedures and work instructions, system testing, development of user training materials, and definition of the future financial organization.

Roles and Responsibilities

DOT Chief Financial Officer (CFO)/Deputy CFO (DCFO)

- has statutory responsibility and oversight of Departmental financial systems and is the Departmental sponsor of the DELPHI Program;
- ensures that the Department CIO's technical infrastructure and standards support the CFO's initiatives;
- determines reviews and approves DOT financial system goals, strategies and plans to assure the DELPHI Program meets the financial management needs of the Department and complies with central Operating Administration guidance including OMB Circular A-127;
- authorizes changes from the DELPHI Program requirements and plans;
- maintains good working relations with DOT administrative and program managers and senior level central Operating Administration personnel to assure support for the program;
- resolves Departmental issues relating to financial systems generally after consultation with the DOT financial community.

CFO Council

- assesses and proposes DOT financial system goals, strategies, and plans and makes recommendations to the CFO;
- recommends resolution of Departmental issues relating to the DELPHI Program.

Director of Financial Management

- is the focal point for the accomplishment of the DELPHI Program;
- ensures that the DELPHI Program has the required resources to successfully implement the program plan;
- ensures that a competent program management team exists, as needed, from the Operating Administrations, contractors, other government agencies, etc., to plan, operate, maintain, and integrate DOT financial systems;
- arranges for the development of financial systems' life-cycle plans, recommends resource levels based on those plans, and prioritizes and reviews program activities;

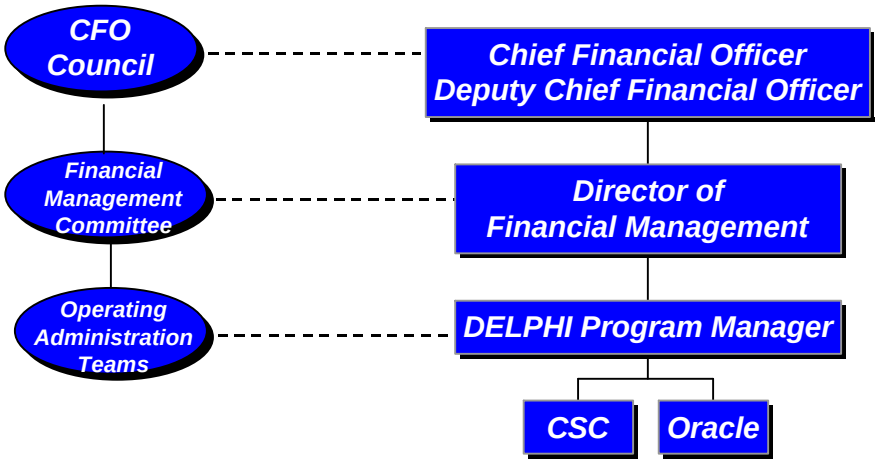
- approves all recommended contracting actions for consulting services made by the DELPHI Program Manager;
- assures the DELPHI Program implements DOT financial management system policies and standards, and that financial systems are responsive to appropriate DOT, OMB, GAO, Treasury, and other central agencies requirements;
- sets direction and leads DOT financial business process re-engineering efforts;
- develops DOT policy for financial processes;
- coordinates with the Department CIO to ensure that technical infrastructure and standards support the DELPHI Program;
- provides liaison and coordination activities to the OAs for hardware and software installation, database administration, system administration, performance and tuning of the system, and communication/networking;
- delivers DELPHI progress/status reports at suitable intervals to the CFO, DCFO, FMC, and appropriate internal and external Departmental management levels;
- makes recommendations to the DCFO regarding proposed deviations from the DELPHI requirements and plans;
- makes recommendations to the DCFO for resolving Department-wide issues affecting the DELPHI Program, including long term system operations and maintenance responsibilities;
- assures that adequate internal controls and security requirements are included in DELPHI and that quality assurance standards and procedures (including configuration management) are established for the DELPHI Program;
- solicits support for the DELPHI Program among the Operating Administrations through the use of the Financial Management Committee and establishes appropriate communications mechanisms to affected parties;
- works with the FMC, other OA managers, and the MMAC to assess the impact of proposed or on-going administrative system projects in the DOT;
- interprets Departmental accounting policy and determines its application to financial systems through the formulation of functional and data system requirements and other standards for DELPHI;
- grants permission for all new and modified feeder system connectivity to the DELPHI System.

Financial Management Committee

- reviews DELPHI plans and budgets; participates in periodic program reviews and advises the OFM Director of potential conflicts or problems with the DELPHI Program;
- advises the OFM Director on Department-wide DELPHI operation, maintenance, or development issues or identifies those issues which must be elevated to the CFO Council for resolution;
- provides necessary personnel resources (functional and technical) for preparation and implementation of the DOT DELPHI System within their Operating Administration;
- implements new business processes resulting from OFM directed business process re-engineering activities;
- sets direction and leads financial business process re-engineering activities required within their respective OAs.

Operating Administration Teams

- provide team member to participate in building solution demonstrations;
- support and input to DOT BPR, policy for financial processes, requirements for DELPHI, and DOT generic setup for Oracle financial applications;
- identify existing systems that will interface with the Oracle system and perform testing and necessary modifications, as required;
- support and input to long-term strategic planning for financial processes and software purchases;
- be responsible for Operating Administration Oracle financial applications client workstations and their connectivity through their respective networks to the DELPHI System;
- provide resources to partner with the DELPHI implementation teams as:
  - team leaders
  - super users
  - decision makers for OA setup requirements
  - trainers
  - technical experts
  - DELPHI marketers and promoters;
- make decisions on functional requirements and business process re-engineering.



DELPHI Program Manager

- manages the execution of the DELPHI Program and projects;
- manages budget, allocation and use of DELPHI resources across the program's multiple projects;
- establishes and maintains an effective quality assurance program for the DELPHI Program and projects;
- works with the OFM and other financial systems managers in developing financial systems life-cycle plans, recommending resource levels and priorities based on those plans, and reviewing program activities;
- manages the contracts of consultants, third-party integrators, and other third-party hardware, software, and service providers;

- accumulates and communicates DOT financial requirements, policies, standards that are responsive to appropriate DOT, OMB, GAO, Treasury and other central management agency requirements;
- supports OFM in setting direction and leading DOT financial business process re-engineering efforts;
- supports OFM in developing DOT policy for financial processes;
- supports OFM in coordinating with the Department CIO to ensure that technical infrastructure and standards support the DELPHI Program;
- identifies the required hardware and software installation, database administration, system administration, performance and tuning of the system, and communications/ networking of the DELPHI System;
- delivers progress/status reports at suitable intervals to the OFM Director concerning the DELPHI transition including issues, risks, and scope changes;
- determines the appropriate points to escalate issues, risks, and scope changes to the director of the Office of Financial Management;
- works with the OFM and other OA managers to assess the impact of proposed or on-going projects;
- maintains and distributes to DELPHI users the DELPHI security plans and documentation;
- maintains the official documentation library for the DELPHI Program;
- maintains a current inventory of all required feeder systems to the DELPHI System.
- manages and executes activities in the DELPHI Program including but not limited to conversion, interface design and development, system testing, application administration, database administration, module design and development, performance engineering, methodology management, training.

Consulting

- reports the progress of the DELPHI Program to the DELPHI Program Manager;
- provides consulting services necessary to implement the DELPHI Program, including but not limited to:
  - conversion
  - interface design and development
  - quality assurance
  - system testing
  - application administration
  - database administration
  - module design and development
  - performance engineering
  - methodology management
  - business process re-engineering
  - training.

Third Party Integrator

- reports the progress of the DELPHI Program to the DELPHI Program Manager;

- ensures that the program has an effective planning and status reporting process;
- identifies critical success factors for the DELPHI Program;
- identifies risks to the successful implementation of the DELPHI Program and recommends specific actions for mitigating such risks;
- makes recommendations as to adequate program staffing levels to ensure a successful DELPHI implementation;
- provides overall coordination among various contractors and consultants supporting the DELPHI Program and the government staff.

Critical Success Factors

Critical success factors (CSF) are used to determine those areas of the affected organizations, as well as those events in the development environment, that must "go right" for the successful implementation of the program. Critical success factors therefore support the development of effective management plans by providing shape and focus to specific strategies.

Critical success factors for the overall DOT DELPHI Program are provided below:

- Management. Strong executive and management support of the *Program Charter* and team; ensure that program scope does not expand.
- Customer buy-in. Throughout the program a concerted effort must be made to ensure that both the stakeholders and customers of the DOT DELPHI Program are adequately briefed and kept informed of planning and development activities and participate as appropriate.
- Department-wide representation. Ensure Department-wide business and information technology representation is available to the program team to ensure enterprise-wide business and systems solutions.
- Solution-oriented team. The DOT DELPHI implementation team must be "solution-oriented", willing and able to resolve problems and impasses to achieve the vision. They must be ambassadors of the program, promoting the vision and communicating the strategies and goals of the program.
- Continuity of staff. Key to the success of this program will be the retention of the program staff.
- Oracle Federal Financial Applications. The release schedule and contents must be predictable.
- Program Funding. Adequate and timely funding must be available.
- Training. Prioritize (short and long term) new business and technical skills and training requirements to ensure timely trained project teams and end users during and after the program level roll out.
- Technology Infrastructure. Adequate telecommunications environment and desktop technology to assure the necessary infrastructure is in place to support DELPHI.

Milestones and Key Deliverables

The DOT DELPHI Program Manager will approve the completion of each project milestone or deliverable by using the acceptance procedures outlined in the Control and Reporting Procedures document.

Milestones

The milestones below indicate completion of Phase I and Phase II of the implementation. These milestones will be expanded as program planning is completed.

Milestone
Program Management Planning
Program Startup
Global Design
Elementary Business Processes Identification
Business Process Re-engineering
Business Process Scenarios Development
Solution Demonstration Lab 1
Solution Demonstration Lab 2
OA Deployment Decisions
DELPHI Technical Infrastructure Design
DELPHI Technical Infrastructure Build
Global Build
Pilot Deployment
Agency Specific Setup
OA Deployment

Key Deliverables

Complete list to be determined after planning is completed.

Program Risks

The following risks have been identified that may affect the program during its progression. These, and any other risks identified later, will be tracked through the Risk Management process defined in the Control and Reporting Procedures.

Risk	Potential Effect on Program Success	Mitigation Strategy
Executive Sponsor level turnover.	Stoppage, Delay or Redirection.	Pro-active Executive Level Communications implemented immediately.
Oracle application software version with required capabilities (e.g. Federal, web-enabled) is not released in a time frame to support the program schedule.	Will delay the program timeline to the extent that the software delivery is delayed.	Delay Deployment. Develop a contingency plan to implement an alternative solution, e.g. federal release 1.1 NCA (commercial release 10.7 NCA) if the required software version is not available.
The program depends on the ADTN-2000 infrastructure having sufficient bandwidth for Oracle web application deployment. Further, other programs also use this same infrastructure. DELPHI can express its service level needs but holds no power over those who operate ADTN-2000. A risk exists that DELPHI's needs combined with other program needs will exceed the network's capacity.	DELPHI performance will fall short of user's needs. DELPHI's implementation may require a non-centralized architecture.	Forecast bandwidth needs sufficiently early enough for the ADTN-2000 organization to adjust capacity. Investigate alternative communication providers possessing sufficient bandwidth. Add ADTN-2000's management to DELPHI's communication plan to maintain executive awareness and commitment to DELPHI's communications needs. Optionally consider deployment of servers on the user-side of ADTN-2000.
The Federal Government Oracle Financial Applications recent release limits the number of people with experience in the product.	Stoppage, Delay or Redirection.	Tap experience of the Oracle Federal sales staff used to create the OCD.